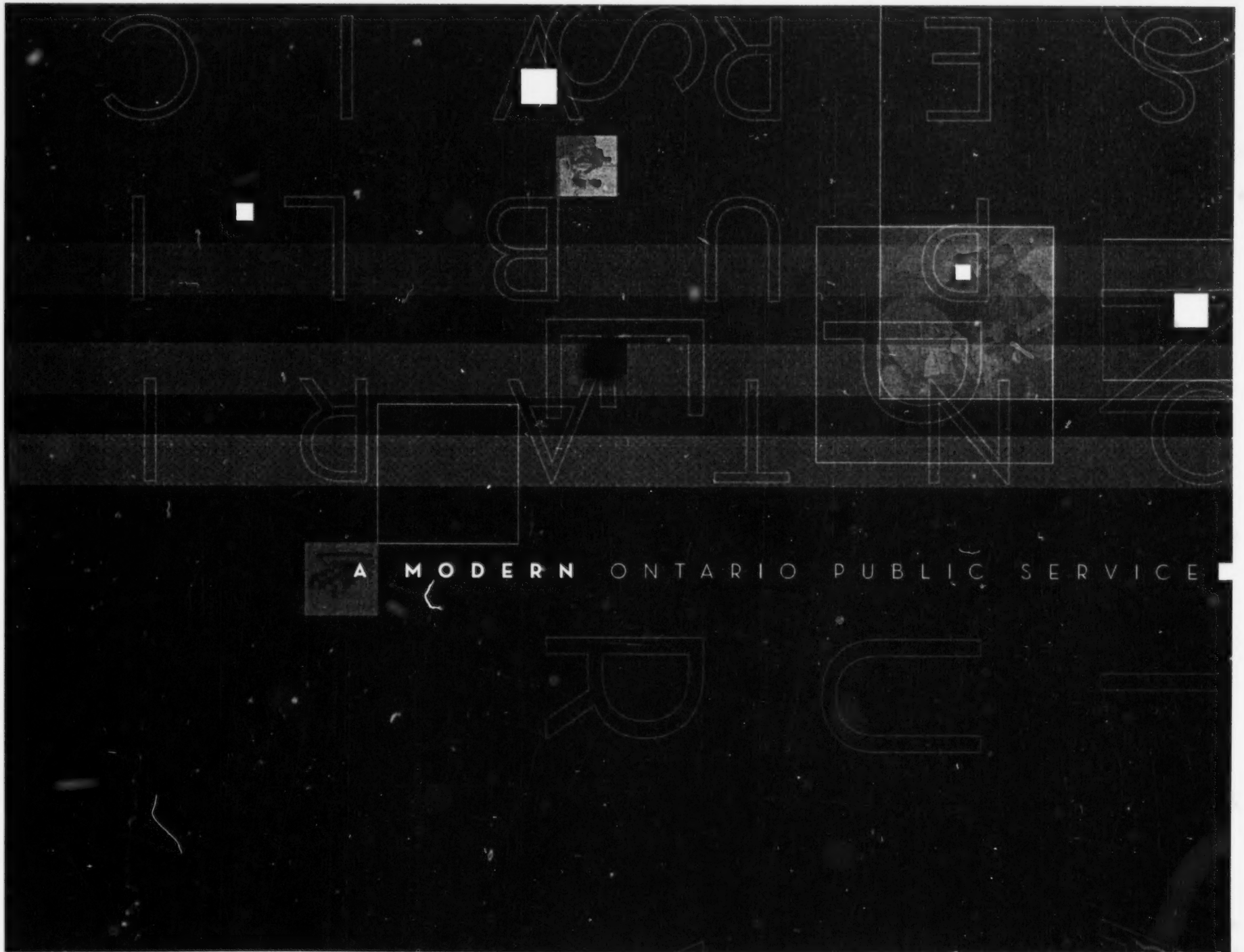
OPS Framework for Action

A MODERN ONTARIO PUBLIC SERVICE

2006

Ontario


A MODERN ONTARIO PUBLIC SERVICE

Letter to the Premier

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Ontario

February 2006

Dear Premier:

I am pleased to submit the Framework for Action report on A Modern Ontario Public Service.

This framework describes a modern OPS as one that keeps pace with the rising expectations of citizens for high-quality, cost-effective services. We are determined to ensure that Ontario continues to be on the leading edge when it comes to services that are simple, fast and user-friendly.

The public expects that governments will coordinate services not only within their own organizations but with others. The OPS is doing just that and operating more and more as one enterprise so that it can deliver seamless, integrated services.

People also want to know that their investment in public services is being well managed. A modern OPS achieves results based on priorities and creates value for money, making sure the funding provided for public services is used in the most efficient and effective ways possible.

Key to this will be our focus on initiatives such as ServiceOntario, Supply Chain Management and I&IT to invest money effectively, to drive out costs and drive in efficiencies for the public.

By focusing on outcomes based on government priorities, we are responding to what the public is saying is important to them. We are accountable to the people of Ontario, and we are open and transparent about how we are achieving results.

A modern OPS nurtures innovation, while managing risk. While this is not always easy to do, we know that the OPS has a history of innovation, and we have learned over the years both from what has worked and what has not. Our new service guarantee is a breakthrough in government service delivery. We are starting small with birth certificates, and we will expand the guarantee to other services based on a careful assessment of our capacity to deliver.

Finally, a modern OPS recognizes the importance of its people and develops their capacity to learn, lead and thrive in a changing environment. Our new human resource strategies support a professional, dynamic and diverse public service that has the skills and capabilities to meet new challenges.

In this fast-paced world, we as a public service must remain true to the core values that underlie everything we do. This framework revisits and reaffirms the OPS mission and values. We must never lose sight of the reason we work in public service - to serve the public interest and to uphold the public's trust.

We will engage in discussion throughout the OPS on the Framework to submit feedback and ensure we all understand our direction. As well, we will launch an ongoing Ideas Program for continued feedback and ideas.

I am very proud of how dedicated our public servants are to the mission and values of the public service and just how remarkably well they do their jobs, day in and day out. I have every expectation that this will continue.

Sincerely,

Tony Dean

Tony Dean
Secretary of the Cabinet

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A Modern Ontario Public Service

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2006
Modern OPS pulls it together

Introduction

Over the past decade, the Ontario Public Service (OPS) has been changing the way government works. To sustain and build on the achievements that have been made over the years, we must continue to become a modern public service.

What does "modern" mean? It means being relevant, flexible and effective in dealing successfully with the pressures of today's fast-paced world and anticipating future challenges and opportunities. For our purposes:

· **A modern public service keeps pace with the rising expectations of citizens for high-quality, cost-effective public services. It manages across boundaries and operates as one enterprise.**

· **A modern public service focuses on achieving outcomes for citizens and ensures that people get value for their investment in public services. It is open and transparent.**

· **A modern public service balances accountability for outcomes with the flexibility to achieve them. It nurtures innovation, while managing risk.**

· **A modern public service is a professional organization that values its people and develops their capacity to learn, lead and thrive in a changing environment.**

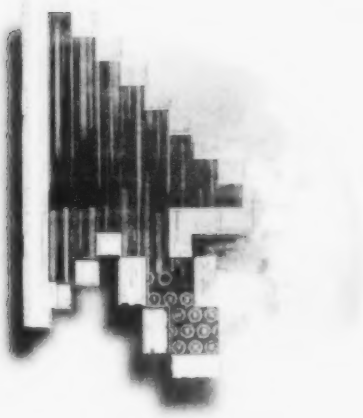
Significant strides have been made in recent years in making the OPS a modern public service. In previous Framework for Action reports, we have described how the OPS has:

· *Focused on core businesses and explored alternative service delivery options*
· *Improved and monitored the quality of public services*
· *Developed more integrated processes, policies and practices*
· *Supported a learning organization and strengthened people strategies*
· *Become more innovative and horizontal*

Around the world and across Canada, governments are modernizing. We have been recognized as leaders in many areas. It is critical that Ontario continues to be leading edge and keeps pace with the rising expectations of the public.

This Framework for Action describes how the OPS is continuing on its journey of being one of the best public services in the world focusing on results, customer service, flexibility, integration and operating as one enterprise.

The Current Environment



For some time now, we have been working in an environment of high public expectations. We have put considerable effort into improving public services. There is still a gap between what citizens expect as users of government services – because their expectations keep rising, particularly with every new innovation in service technology – and what government provides. We have to close that gap.

We need to ensure effective and strategic investment of our resources. We need to explore new delivery mechanisms and better ways of using what we've got – our technology resources and assets, for example – to improve public services, drive in efficiencies and drive out unnecessary costs. As public servants, we develop public policy solutions. Whether our solutions cost money or reallocate savings, the investment must add value to public service.

Complex policies and issues affect more than one ministry or program, and often there are other levels of government involved. We have been working together within the OPS and collaborating with other governments and other sectors, but we have more to do.

We have a people challenge too. Our workforce is aging, which means that we have a high number of staff who are getting close to retirement. We need new and diverse talent. We have to transfer knowledge to a new generation of public servants. We also have to ensure that OPS employees have the skills, tools and resources they need, and that the OPS has the right people in the right places.

Last, but certainly not least, the government has set important new goals, based on the priorities of Ontarians, for the OPS to reach. Our history tells us that we can – and our passion for public service equips us to achieve them.

Paving the Way

The OPS has won international awards for its outside-in approach to service delivery – approaching service from the citizen's point of view, rather than from the program's perspective – and for its horizontal initiatives, creating government-wide structures and processes to achieve a more connected organization and to achieve results.

Over the past decade, the OPS has made major achievements in becoming:

More Customer-Service Oriented

· Every year more than a million Ontarians get help navigating through government services at 63 Ontario Government Information Centres.

· Every year two government-wide call centres provide a window into government services for 300,000 Ontarians over the phone.

· Electronic information and services are provided to 4.5 million users annually through Ontario government websites, gateways, and other access points. More than half a million transactions are conducted annually - quickly and conveniently. The Electronic Service Delivery survey indicates individuals' overall web satisfaction rate was 77 per cent in 2005.

· Telehealth Ontario has received more than two million calls since its launch three years ago. This service has resulted in 43 per cent of callers not having to go to a hospital emergency room or a doctor's office for health-related advice.

More Efficient and Effective

Ministries have reviewed key services, identified ways to streamline processes, created efficiencies and enhanced access for clients. For example:

· The Elementary/Secondary Information Project assigns unique identification numbers to children entering kindergarten. The identifier follows them through their school career, reducing duplication of records and data entry.

· The Ontario Student Assistance Program handles more than 100 million transactions annually. Now that 92 per cent of student financial aid applications are done online, processing that used to take 10 weeks now takes only seconds.

· The Electronic Bidding System gives contractors access to procurement and tendering information 24/7 and has saved more than $300,000 in government printing and distribution costs.

· Seventy-five per cent of business owners in Ontario register their business through ServiceOntario, with satisfaction ratings well over 90 per cent. A process that used to take six weeks now takes 20 minutes.

More Enterprise-Based

· Enterprise-wide structures (those with OPS-wide responsibilities and services) like Ontario Shared Services and ServiceOntario have created a base on which to build more integrated and efficient services. These structures help reduce duplication, drive down costs and improve service effectiveness.

· Information and Information Technology (I&IT) strategies have created an enabling framework for a networked OPS interacting in a wired world.

· The ontario.ca website incorporates important information services for the public, including access to services through ServiceOntario, such as:

· *Life Event Bundles that help people with information about transitions like retirement and marriage*
· *Business Information Bundles to help start a business*
· *The Children's Portal, Women's Information Gateway and Workplace Gateway*

· Enterprise-wide systems like IFIS for financial information and WIN for information and interaction for about 65,000 OPS employees have enabled increasingly sophisticated financial and human resource management across the OPS.

· More than 32,000 transactions are processed every month on IFIS. More than $5 billion is processed monthly in transfer payments for 48 government programs.

· Shared human resource services include handling 4.3 million payroll transactions and an average of 80,000 payroll and benefits inquiries yearly.

More Innovative and Connected

The OPS has been working across traditional boundaries to create integrated solutions, and make connections between people and organizations for better policies and services. For example:

· The BizPal pilot project is helping small businesses complete multiple permit and licensing requirements involving different government jurisdictions.

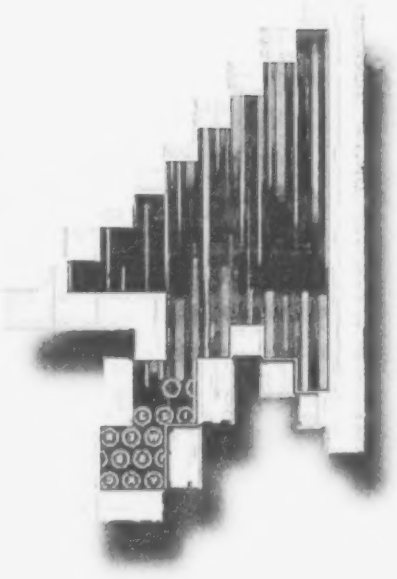
· Land Information Ontario has built an information infrastructure for land-related information and created a virtual warehouse of land-related data. Its data exchange enables other levels of government and public sector organizations to share information.

· The Provincial Interministerial Council (PIC) is a network of senior OPS managers who represent the various Regional and Local Interministerial Councils across the province. This regional network has been supporting the corporate change agenda; enhancing the delivery of services in the regions; and implementing cost-effective and value-added interministerial services.

More Open and Accountable

· Business planning and performance reporting that began in the mid-1990s have provided a foundation for building an effective, streamlined results-based planning process today.

· The Code of Professionalism developed by the Inspections, Investigations and Enforcement Initiative provides a clear and public set of expectations (e.g., respect, objectivity, timeliness) for how this work will be conducted.



· The development of innovative delivery options between public and private sector partners has created new knowledge about oversight and accountability and what works and what doesn't.

· Strategies involving partners, stakeholders and the public have provided new avenues, such as online conferencing and consultation, for meaningful input and engagement.

These and many other innovative initiatives have paved the way for the next generation of change. Over the past decade, the OPS has built a strong foundation in customer service, efficient and effective delivery, enterprise (OPS-wide) administrative services, horizontal management and planning and accountability processes. Now we must be disciplined in driving each of these to their maximum potential to make the OPS relevant, flexible, responsive and world-class.

Enable and Leverage Change

Change can take many forms, and there are different ways of enabling and leveraging that change. The enablers or levers work together. For example, a new organizational structure that behaves the same way as the old one won't make much difference. However, if you combine the organizational structure with more streamlined processes, services and new accountability relationships, it will.

People, processes and technology are major change enablers. In the OPS we are using people, process and technology strategies, along with strategic investment and resource realignment to move:

FROM		TO
FOCUS ON CORE BUSINESSES	→	FOCUS ON OUTCOMES IN PRIORITY AREAS
QUALITY SERVICE STANDARDS	→	QUALITY ASSURANCE AND SERVICE GUARANTEES
MANAGING SPENDING	→	INCREASING VALUE FOR MONEY - DRIVE IN EFFICIENCIES, DRIVE OUT COSTS
RULES-BASED MANAGEMENT	→	CLEAR ACCOUNTABILITY, EFFECTIVE RISK MANAGEMENT
WORKING HORIZONTALLY	→	WORKING AS ONE PUBLIC ENTERPRISE AND ORGANIZATION

These organizational shifts overlap and reinforce each other. For example, improving government services involves new approaches to quality assurance (like service guarantees), getting more value out of the tax dollar, and working on an enterprise-wide basis.

Changes are underway. To make sure that change continues, there must be leadership at all levels of the organization to monitor performance and progress. There must also be cultural change that embeds new approaches into everyday operations and engages every public servant in the effort to build a modern OPS.

Protect the Public Interest

While government priorities or organizational structures may change, the fundamental mission of the public service endures.

The Ontario Public Service Mission is an expression of what it is to be a public servant – serving the public interest and upholding the public trust.

The OPS mission statement has been revised to clarify and emphasize – not to change – those core values. The mission is about what we do, why and for whom. It is what grounds us. It focuses on the integrity, impartiality and accountability of public servants.

Ontario Public Service Mission

Our mission is to serve the public interest and uphold the public's trust.

- We support the elected government by providing ministers with honest, impartial and objective advice.
- We carry out the decisions and policies of the elected government and administer public services to the highest professional standards.
- We conduct ourselves with integrity.
- We exercise responsible stewardship of public resources and information.
- We fulfil all our duties in accordance with the law, including the Public Service Act of Ontario, and in compliance with our Public Service Oath.
- We are accountable for how we fulfil our public service roles.

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The OPS mission and the values statement are meant to complement each other. Organizational values are about how the OPS operates. They guide our behaviour and relationships. They are about how we treat citizens, customers and stakeholders. They are about how we treat each other and how we do our jobs. The words may change to reflect current attitudes. Diversity, for example, was not included in values statements in past years, but belongs without question in today's Ontario. Values like trust, fairness and excellence, however, have always been part of the OPS culture.

The OPS values are about what the public service as a whole is striving for and the working environment that we are creating together. Unlike individual values, these values must be shared to be meaningful.

OPS Organizational Values

Trust - We act honourably and honestly in all our relationships with the people we serve, work with and who rely on us. We do our best to keep our commitments and fulfil expectations.

Fairness - We deal with others in an open, impartial and non-discriminatory manner. We ensure that the processes we use and the decisions we make are fair and seen to be fair.

Diversity - We celebrate our differences and draw on the strengths and capabilities of all of Ontario's communities. We welcome and respect divergent points of view to inform and enlighten us. We depend on and value each other.

Excellence - We strive for and recognize competence and excellence. We work hard to provide the best policy advice and the highest quality services that respond to the needs of Ontarians.

Creativity - We create new solutions by listening and learning and by being innovative and open to new ideas and approaches.

Collaboration - We work with team members, colleagues and partners to build consensus, solve problems and share responsibility.

Efficiency - We make careful, prudent and effective use of the hard-earned public dollars, assets and resources entrusted to us.

Responsiveness - We engage with clients, stakeholders, bargaining agents, the general public and our staff to find out how we can do better. We monitor and measure to make sure we are meeting our goals.

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High-Quality, Cost-Effective Public Services

A modern public service keeps pace with the rising expectations of citizens for high-quality, cost-effective public services. A modern OPS manages across boundaries and operates as one enterprise.

In the last decade, we moved to shared administrative services, initiated ServiceOntario and set up clusters for I & IT management. Creating the new Ministry of Government Services (MGS) in June 2005 consolidates and realigns staff, processes and technology in a single enterprise to improve services and increase cost-effectiveness.

MGS was created by merging the former Ministry of Consumer and Business Services, divisions of the former Management Board Secretariat and the Centre for Leadership and Human Resource Management.

MGS Deputy Minister Michelle DiEmanuele says the new ministry is neither a central agency, nor a line ministry. "I like to call it an enterprise organization. It has major government or OPS-wide responsibilities to realize service improvements and efficiencies across the OPS. But it also fits the definition of enterprising as full of energy and initiative. We are leading a transformation that will change government for the future."

The Modernization Program

The Modernization Secretariat in MGS was created to build OPS capacity to create and sustain transformational change. It also provides oversight and support for the Modernization Program, which is focusing on four key enterprise projects:

- *ServiceOntario*
- *Ontario Shared Services - Supply Chain Management*
- *Ontario Shared Services - Transactional Services*
- *Information and Information Technology (e-Ontario)*

These four enterprise projects cover both the public face of government services (ServiceOntario) and government's internal administrative and business support services (Ontario Shared Services), as well as the I&IT that enables and supports all government programs, including electronic service delivery.

A Government Service Guarantee

A key public initiative is the creation of a ServiceOntario money-back guarantee for service within a set period of time, something that is common in the private sector, but most unusual for government. This is, as far as we know, a first in North America. The initial focus is the Office of the Registrar General's online birth certificate application services.

This initiative signals the determination of the OPS to provide quality assurance in a very public and concrete way. It is one thing for government to monitor its own quality standards. It is quite another for users of government services to monitor the standard (to make sure they are getting the service they paid for), and for government to provide a refund (the ultimate level of accountability) if the standard is not met.

The service guarantee, which will gradually be extended to a wide range of online services offered through ServiceOntario, will encourage use of electronic service, which is the most efficient mode of delivery.

These projects will make services simpler, more streamlined, easier to access and, where appropriate, more integrated with services of other levels of government.

ServiceOntario: The Public Face of Government Services

By providing province-wide, one-stop access to government services and information – in person, online and by phone – ServiceOntario is making it easier for Ontario citizens and businesses to access information and services – how, when and where they want them.

Accurate, convenient, easy-to-use, timely and secure, ServiceOntario's growing list of information and services shows strong commitment to satisfying clients' varying needs and high expectations.

In the long-term, ServiceOntario will be the starting point for every public-facing service offered by the Ontario government. As well, through the ServiceOntario "government store" approach, citizens will be able to receive information about services for all three levels of government.

Ontario Shared Services

Being more efficient in the case of shared administrative services and I&IT is expected to yield savings as well as service improvements by 2007-08. The Ontario Shared Services (OSS) Supply Chain Management initiative is looking at opportunities to achieve significant volume discounts through government-wide contracts and new procurement models and processes. The OSS Transactional Services project is examining the benefits to be achieved by changing the way OSS provides services to ministries and the governance framework for providing those services.

Electronic Backbone

Increasingly, electronic service delivery will be the preferred channel for individuals and businesses seeking a range of public services and for public servants accessing internal administrative services. Technology will support working as one public enterprise by creating a common electronic backbone for service delivery.

The OPS has a new strategy for I&IT, called e-Ontario, to ensure the best use of public investment for modern, efficient public services. The immediate focus of the e-Ontario strategy is to deliver the basic foundation for better, faster, cost effective government operations and public services.

The first stage, which is called e-OPS, involves building on previous initiatives to consolidate and standardize IT infrastructure, use assets better, improve service management and develop more common services and applications. For example, many servers, websites and data centres will be consolidated.

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The next stage of the strategy is e-public sector, in which the OPS and the broader public sector will create more seamless services across boundaries and reduce investment costs.

The final stage of e-Ontario is to use technology to contribute to a competitive economy.

The OPS already has many of the technologies needed to address a number of today's issues. What is critical is to make the best use of these technologies to address current issues, anticipate tomorrow's challenges and develop strategies for the future.

One of the things that we have learned over the past decade is that the public doesn't care who delivers a public service as long as it is a good service and it is run well. Assuring the quality of public services includes identifying the best way to deliver those services.

High-Quality Accessible Services

High-quality modern public services must be accessible services. People with disabilities experience a variety of barriers to obtaining the services they need. We are leading the way in overcoming those barriers through an OPS-wide effort. Every ministry will be involved in identifying, removing and preventing barriers.

Accessibility standards are being developed as part of implementing the Accessibility for Ontarians with Disabilities Act. Province-wide committees with membership from outside and within government are being formed to develop accessibility standards, starting with customer service and transportation. Other areas include employment, the built environment, information and communications.

The standards will address barriers for people with disabilities in both the public and private sectors and will set out timelines to ensure that real, measurable and effective change takes place in a timely manner.

High-quality modern public services also include an active offer and delivery of French-language services to Ontario's Francophone citizens.

The OPS is effective at fulfilling its responsibility under the French Language Services Act when Francophone members of the public are informed about available services in French, have access to these services and are satisfied with the quality of these services.

This includes electronic service delivery and various partnership arrangements to deliver services to the public.

Focus on Outcomes and Value for Money

A MODERN PUBLIC SERVICE FOCUSES ON ACHIEVING OUTCOMES AND ENSURING THAT CITIZENS GET VALUE FOR THEIR INVESTMENT IN PUBLIC SERVICES. IT IS OPEN AND TRANSPARENT.

The results-based planning process is moving the OPS toward a more strategic focus on outcomes. Every ministry is involved in this process, and every ministry contributes to the priority areas. Integrated business planning over the past decade set the stage for a more results-driven and performance-driven organization.

The government has defined its major priorities: strengthening Ontario's economic advantage by strengthening the education and skills of Ontarians, improving the health of Ontarians, fostering innovation, leveraging diversity and getting the fundamentals right. It has also established the results that are to be achieved in these areas, such as shorter waiting times for key health care services for patients and more students achieving higher literacy test scores.

The policies and strategies to get there are both specific and broad-based. They are also interconnected. Contributing to better health is not just the responsibility of the Ministry of Health and Long-Term Care. The Ministry of the Environment is responsible for improvements to the protection of drinking water, for example. A new Ministry of Health Promotion is promoting healthy living and illness prevention. The Ministry of Children and Youth Services is involved in helping children get the best start in life, which will affect their health and well-being in adulthood.

Getting strong economic results in the knowledge-based economy depends in large part on making the most of Ontario's greatest asset – its people. There are at least a dozen ministries involved in policies aimed at improving higher education levels, effectively integrating newcomers into the workforce, promoting innovation in business and research and building public infrastructure, such as transportation networks, hospitals and border crossings. Ensuring that Ontario has modern, efficient public services, which contribute to a more prosperous economy, involves every ministry.

Many of the organizations and people who are crucial to achieving outcomes work outside the OPS, such as the teachers and other school staff who work in the education system across Ontario. Deputy Minister of Education, Ben Levin says: "You can't achieve better literacy levels for students by sending out a memo telling teachers to do better. People need to genuinely understand and be committed to the goals. For that to happen, there must be open dialogue, engagement and respect."

Levin doesn't see much difference between supporting public sector partners to work toward shared goals and doing the same in a ministry. "You can't accomplish anything on your own. Everything significant gets done through or with other people. Regardless of whether people work in your organization or not, it's all about engaging their hearts and minds."

Many OPS ministries fund public services through transfer payments to the broader public sector. Ensuring accountability, quality and value for money outcomes are critical in working with our transfer payment partners.

Value for Money

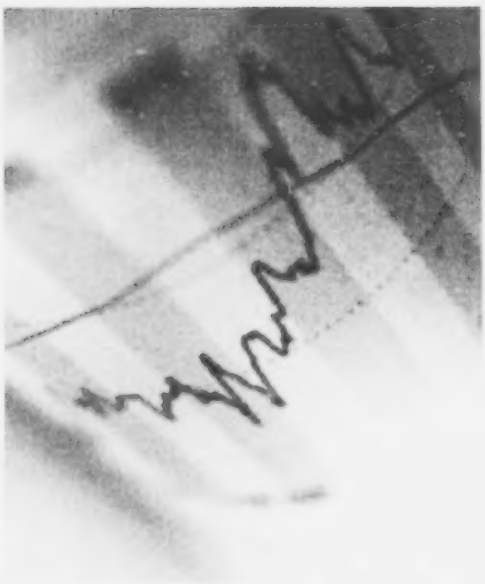
To invest in priorities and live within our means, the OPS must find more efficient and effective ways of doing business. To that end, some key structural and process changes have been made or are underway to improve the management of public resources and create value for citizens.

A new Treasury Board Office (TBO) has been created to integrate central capacity for fiscal strategy, expenditure planning, risk assessment, controllership and internal audit functions, which had been divided between the former Management Board Secretariat (MBS) and the Ministry of Finance. The TBO merges the divisions of MBS that did program management and estimates and internal audit with the fiscal and financial policy division of the Ministry of Finance. TBO supports the Treasury Board committee of Cabinet.

The TBO is responsible for ensuring that the government's multi-year fiscal plan stays on track. It manages the results-based planning and estimates process and in-year expenditure monitoring. It works closely with MGS, which is also a key ministry in assuring controllership through its leadership in the areas of I&IT, human resources, procurement and corporate management policy.

The policy division within Cabinet Office will integrate policy and financial due diligence early in the decision-making process. In addition, OPS capacity for long-term policy development and research is being strengthened.

These structural and process changes will streamline and clarify accountabilities. In the private sector, much attention is being paid to how companies govern themselves and particularly how they manage and monitor their finances. Citizens are no less interested in how their tax dollars are being spent and how their investment in public services is being managed and monitored. In the OPS, we have to demonstrate that we excel not only at managing expenditures, but also at increasing value for money by improving services while reducing costs.



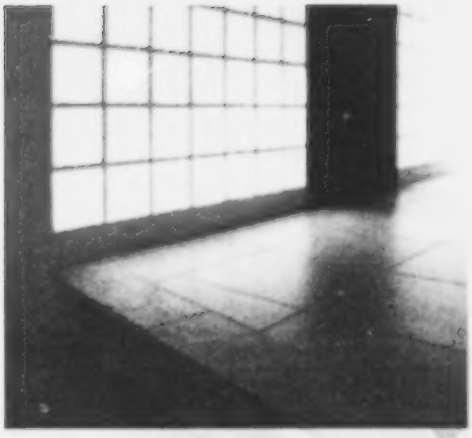
Transparency

Publishing targets for better service outcomes and reporting the results on an annual basis is an important way to improve transparency in government. For example, we are already doing this by publishing wait times for key health services and student test scores.

But the push for greater openness goes beyond reporting. Today's citizens are better educated and informed than ever before and expect to have a role in government decision-making. There are hosts of stakeholder groups that rally their members to respond to issues they care about.

For a modern public service, the challenge is to open up the process of gathering information and advice as early and as much as possible. A modern OPS must also engage the general public, stakeholders and experts in a dialogue that promotes understanding of all the pros and cons. Greater transparency should lead to more effective and meaningful public policy and greater support for public policy decisions.

Consultations are a tried-and-true method of hearing from citizens. In the electronic age, however, the OPS is also using online methods to encourage citizen engagement. More than 20,000 people visited the town hall website in 2004 to find out how to interact with the Ontario government.



Rebalance Accountabilities and Manage Risk

A modern public service balances accountability for outcomes with the flexibility to achieve them. It nurtures innovation, while managing risk.

Ministries are being challenged to be accountable for outcomes. To ensure that ministries have enough autonomy and flexibility to achieve the outcomes for which they are responsible, central agencies must provide oversight in a more strategic way.

The OPS is currently rebalancing accountabilities between central agencies and line ministries. Over the years, central agencies have become increasingly directive, and multiple reporting obligations have become more burdensome. The assumption of greater responsibility by central agencies over the last few years grew out of the perception that this was the only way to implement a corporate agenda. But it has slowed down the decision-making process and put barriers in the way of innovation on the front lines.

New thinking says that as long as there is an enabling framework of policies and guidelines, expectations and accountabilities are clear, and there is a strong risk management regime, flexibility works better.

Other jurisdictions have found that if oversight is too hands-on and reporting requirements too onerous, line departments cope by managing one way and reporting another, defeating the purpose of controllership by central authorities.

Work on rebalancing accountabilities has begun. For example, ministries will spend less time doing multiple report-backs to central agencies and dealing with multiple hold-backs on funding. Cabinet and fiscal approval processes have been integrated and streamlined.

The rebalancing will provide more flexibility for ministry front-line program managers to solve problems and make the best use of available resources.

Rebalancing in the Health System

There is also a rebalancing of roles and responsibilities in relation to the broader public sector. New approaches to system management are moving more decision-making and resources closer to the front lines of service to ensure the most effective use of resources and to better co-ordinate front-line services.

The Ministry of Health and Long-Term Care (MOHLTC) has launched a major initiative to shift local health system roles and responsibilities to the community level through the creation of Local Health Integration Networks (LHINs).

This initiative began in 2004 and has taken shape through 2005-06, with an emphasis on dialogue with health care providers across the province. The responsibilities of the 14 LHINs are being phased in. At maturity, the LHINs will provide system planning, coordination, integration and resource allocation at the community level. They will not directly deliver health services. The LHINs are governed by boards of directors and would be bound by an accountability agreement with the MOHLTC.

"The LHINs bring the management of the health care system to the local level and enable the MOHLTC to focus on providing 'stewardship' and strategic direction to the system as a whole. The MOHLTC will continue to be responsible for ensuring that high-quality health care services that meet the needs of Ontarians are provided," says Ron Sapsford, Deputy Minister of the Ministry of Health and Long-Term Care.

MOHLTC will:

- *Establish overall strategic directions and provincial priorities for the health system*
- *Develop legislation, regulations, standards, policies and directives to support those strategic directions*
- *Ensure accountability and performance measurement of the health care system*
- *Support the Ontario Health Quality Council to monitor and report at the provincial level on the performance of the health system and the health of Ontarians*

Innovation and Risk

There is an inherent tension in our culture when it comes to innovation and risk. Innovation is recognized as key to a high-performing organization. But new ideas bring a risk of failure, and there is a low public tolerance for public service failures, especially expensive ones. We must constantly balance innovation and risk in a modern OPS.

Managing risk is a way of making sure that public funds are used prudently. In the fiscal context, it is about keeping on top of changes in the economy affecting growth projections, cost drivers in programs and services and potential revenue shortfalls.

But risk assessment is also a valuable tool for improving services. In such areas as inspections, investigations and enforcement, risk assessment helps to target human and financial resources to the highest-risk sectors to improve public safety. The Inspections, Investigations and Enforcement initiative, led by the Ministry of Labour, has pioneered the use of risk assessment to target a variety of safety issues.

In addition, the OPS is improving its ability to assess risks, to respond to emergencies and prepare for business continuity.

Dynamic and Innovative People

A modern public service is a professional organization that values its people and develops their capacity to learn, lead and thrive in a changing environment.

As a professional organization, the OPS is a non-partisan public service providing impartial advice to the elected government, carrying out the government's decisions and policies and administering public services to the highest professional standards.

A modern OPS is mission-driven and values the people who are the heart and foundation of public service.

The OPS is launching a range of new human resource initiatives to provide the current workforce with the supports and tools it needs to provide excellent public services and to ensure that the OPS has dynamic and innovative people delivering quality public services in the future.

The new OPS Human Resources (HR) Plan 2005-2008 aims to ensure that employees have the skills and capabilities they need to meet new challenges and that they have an engaging and flexible work environment. The HR Plan also focuses on nurturing new leaders and encouraging all employees to participate in learning opportunities.

The OPS however, faces a number of human resource challenges. In particular, there is a need to attract and retain youth and new professionals into the public service. As well, the OPS must develop managers to replace the staff who will be retiring over the next few years. The OPS must also be a workforce that is representative of Ontario's diverse communities, to give us a deeper understanding of the needs of the community and a better ability to respond to those needs. The Centre for Leadership and Human Resource Management, which is part of MGS, is developing the OPS' people strategies.

Some of the strategies in the OPS HR Plan include:

- *Creating an integrated talent management framework that will take a strategic approach to identifying, hiring and developing people with the capabilities that the OPS needs and in doing so drawing on the skills of our diverse workforce*
- *Focusing learning on priority areas and tracking training activities to support the OPS as a learning organization*
- *Launching a coordinated campaign to promote the public service as employer of choice for youth and new professionals looking for interesting and rewarding work*

Planning is also underway to update the Public Service Act, that governs the public service. It will embed the principles of accountability, transparency and delivery of outcomes.

The Leader-Manager Competencies

All management in the OPS should be great managers as well as great leaders. The competencies of leader-managers are:

Inspires employees by communicating the vision and values of the OPS, gaining consensus, and motivating people to action and results.

Delivers excellent results for the OPS and is accountable.

Transforms the OPS to maximize our investments and meet the changing demands of internal and external clients, stakeholders, employees and the public.

Connects by building successful relationships with individuals, employees, teams, stakeholders and partners.

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Opportunities for Input and Involvement

An important sign of a healthy workplace is a workforce that is engaged. The 2003 OPS Ideas Campaign demonstrated two things: public servants have lots of ideas about how to improve the work they do, and they are willing and eager to put those ideas forward. More than 11,500 suggestions were made in just over six weeks.

All the ideas submitted were examined. About half were forwarded to ministries to assess for implementation opportunities. More than 2,100 were confirmed as existing ministry business practices. Ministries implemented almost 600 additional ideas. To date, more than 2,700 ideas from employees are part of ministry business practices and program improvements.

In addition, 17 successful proposals based on employee ideas were funded by the OPS Innovation Fund in 2004-05. The Ideas Campaign and the Innovation Fund have now been integrated into the OPS Ideas and Innovation Program in the Modernization Division at the Ministry of Government Services. Work is underway for an ongoing OPS Ideas Program and in 2005-06, another 21 projects were approved for the Innovation Fund and are being implemented.

Based on innovative ideas from employees, many new initiatives are improving services and generating efficiencies and cost savings. For example:

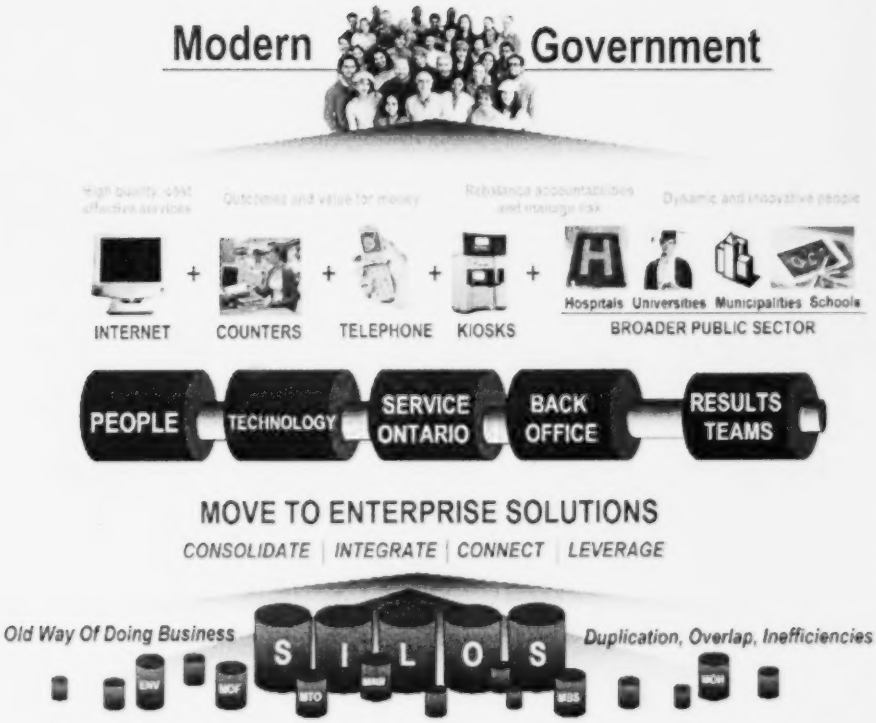
· *The Ministry of Municipal Affairs and Housing has launched an information network linking the ministry to municipalities and municipalities to each other through regional municipal web portals*

· *The Ministry of Transportation (MTO) is realizing savings and conserving power using low-energy lighting on provincial highways. MTO has introduced motion detector sensors to control lighting in common areas of its St. Catharines and Downsview locations*

· *The Ministry of Tourism has introduced new services such as merchandising Ontario Parks products at 18 Travel Information Centres*

· *The Ministry of the Attorney General is leading the development of an online e-warrants system to facilitate communications between the police and the judiciary*

· *The Ministry of Health & Long-Term Care's Drug Programs Branch is developing an electronic link for income data exhange between the Trillium Drug Program and the Canada Revenue Agency*



Conclusion

Over the past decade, we have been moving from a silo based organization to a more enterprise one. By focusing on people, service, technology, process improvement and results, we have been improving and advancing our service delivery to meet the public's expectations. As an enterprise organization with this transaformation plan, we will deliver high quality and cost effective services, demonstrate outcomes and create value for money, rebalance accountabilities, manage risk, and sustain a dynamic and innovative workforce.

A question that may be asked is: what does a modern OPS look like? There is no one structure or look that the OPS is heading toward over the next few years – because a high-performing public service remains relevant and effective by being flexible.

Largely because of the experience of the past decade, agility is one of our key strengths. We have become more comfortable with a changing environment, with working in an organization that is both vertical and horizontal, which has both ministry-specific roles and enterprise-wide responsibilities. Many staff and managers are working outside their regular jobs on special teams and projects that are developing innovative public policy and service solutions.

Whatever form it takes, the OPS of the future will be focused on what it does best: developing policy and legislation, establishing program and service standards, providing and assuring quality service and protecting the public interest.

The OPS will continue to be a leading-edge, high-performing public service relevant to the emerging challenges of the 21st century.

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